

University of California, Hastings College of the Law

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2020 Board of Directors Agenda and Materials

Board of Directors Agenda and Materials

3-13-2020

Board of Directors Quarterly Meeting - Attachment to Open Packet 03/13/2020

Hastings Board of Directors

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Hastings

UC HASTINGS
2021 - 2025

Five Year Infrastructure Plan
A sustainable and resilient future.



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01

Introduction

Established in 1878 as the “law department” of the University of California, UC Hastings College of the Law (“UC Hastings” or the “College”) is the oldest law school in California and one of the largest public law schools in the United States. Founded by California’s first chief justice, Serranus Clinton Hastings, the College was established by legislation that provided the institution with its own Board of Directors. Since its inception, the UC Hastings Board of Directors has governed the College independently of the Board of Regents of the University of California. The Board of Regents possesses degree-granting authority, but oversight of all other facets of the College is the responsibility of the UC Hastings Board of Directors. The College is the only stand-alone, public law school in the nation. UC Hastings is accredited by the American Bar Association and the WASC Senior College and University Commission and is a charter member of the American Association of Law Schools (“AALS”).

UC Hastings is a highly selective law school with a legacy of commitment to bold innovation and public service. For the 2019 academic year, UC Hastings’ enrollment was approximately 924 full-time J.D. students and 19.5 LL.M. and 9.8 MSL students for a total of 953.3 FTE’s. Actual enrollment varies from targeted levels on a year-to-year basis due to fluctuations in the size of the entering class, student attrition, and transfers. As a stand-alone law school, UC Hastings provides all student services and support normally provided to law schools by a centralized campus in a university setting. These services include a student health center, campus security, human resources, and general counsel among others. With recent hires, UC Hastings has approximately 74 full-time research and teaching faculty members; approximately 180 academic adjunct faculty; 40 Legal Writing & Research instructors; and 175 support staff.

In classrooms and clinics, UC Hastings provides a rich intellectual experience that integrates the theory behind the law with the creative practice and problem-solving experience needed for individuals and businesses to function in the global economy. J.D. students attend a three-year full-time program with classes held in fall and spring semesters. LL.M. students complete a one-year, full-time program. Class sizes vary from large classes of 80 - 100 students for first-year courses to small seminars and clinics comprised of 8 - 16 students.

UC Hastings also offers nationally recognized clinical programs such as the community justice clinic, local government clinics, research centers focused on cutting-edge issues like refugee law, as well as concentrations in tax, intellectual property, dispute resolution, and public interest law. The College hosts groundbreaking symposia, conferences, and other events. Volunteer programs

include the Tenderloin Neighborhood Development Corporation’s After-School Tutoring program and a Volunteers in Tax Assistance clinic for low-income taxpayers.

UC Hastings’ unique urban campus location bridging San Francisco’s Civic Center, Mid-Market and Tenderloin districts further distinguishes the College. In recent years, the College’s primary physical planning efforts have focused on a systematic effort to enhance campus life for students, faculty, and staff while also ensuring campus wide code-compliance, seismic and fire/life safety objectives. UC Hastings has achieved substantial progress towards this focus through the adoption and subsequent implementation of the Long-Range Campus Plan (“LRCP”), a phased, multi-year approach to strategic planning based on relative priorities and funding availability.

Great law schools contribute positively to the environment and communities surrounding them. UC Hastings is developing a vibrant Academic Village in the heart of San Francisco to serve as a hub of innovation co-mingling professional and graduate students in a shared platform that promotes excellence in law, medicine, and business education. In tandem, creation of the academic village will develop safe community spaces for civic engagement, discourse, and cross-collaboration with our partners and neighbors.

Over the next decade, through infill development, the College will build or rehabilitate 75% of its two-block footprint at the nexus of the Civic Center, Tenderloin and mid-Market neighborhoods. The LRCP describes how the College will take this unprecedented step to provide unique advantages for our students and radically reduce our carbon footprint while underpinning the ongoing vitality of our community. Each phase of the LRCP leverages the preceding phases.

This Five-Year Infrastructure Plan 2021 – 2025 (the “Plan”) describes near-term implementation of the LRCP in furtherance of the strategic goal of establishing an Academic Village. The College has integrated the capital and deferred maintenance projects identified in this plan into the LRCP and is funding these projects through a combination of sources including institutionally issued tax-exempt debt, funds appropriated by the State of California and private fundraising.

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02

UC Hastings Law 2025

A NEW STRATEGIC PLAN

The Board of Directors adopted a new strategic plan in September 2019. This new plan is a blueprint to ensure that UC Hastings Law becomes one of the nation’s premier public law schools by 2025. It marries an evolving Long-Range Campus Plan with an overarching vision for the law school and for the Academic Village for which its new buildings and academic partnerships create a platform for a reimagined community of learning.

The Strategic Plan - UC Hastings Law 2025 Plan is the product of a year-long planning effort that included broad participation by faculty, staff, students, Board members and alumni. It focuses on the core elements of our mission - teaching, scholarship, and public service - and lays out a basis for creating a sustainable and cohesive community. The plan’s overarching priorities are:

- Continue on a positive trajectory with regard to providing an education that ensures UC Hastings graduates pass the bar exam and also gain the knowledge, attitudes and skills to launch into rewarding professional careers.
- Intensify our commitment to scholarship by establishing clear norms of production; inspiring and facilitating faculty engagement in on-campus colloquia and events; creating space in faculty members’ schedules for reflection and writing; building out centers of scholarly excellence and connecting them to students, alumni, Academic Village partners, and the wider community.
- Implement the next phases of the Long-Range Campus Plan (LRCP) with interdisciplinary academic and other community partnerships that comprise the Academic Village, a multi-institutional and interdisciplinary academic community in the heart of San Francisco that broadens the College’s role and prominence within the State of California’s system of higher education. We advance these aims in part by building capacity for multiple degree programs, program support space, and shared housing, and through new research and experiential opportunities for UC Hastings students and faculty, and for programmatic partners.
- Enhance financial sustainability and control the cost of legal education by achieving UC Hastings five-year budget plan by meeting

enrollment targets, creating new online educational opportunities, aligning expenditures and strategic priorities, and by regularly evaluating all cost centers.

- Build a cohesive and inclusive community, by maintaining a diverse student body, faculty, and staff; creating physical spaces dedicated to relevant programming (i.e., “built spaces”) on the campus to celebrate diversity; integrating departments and individual employees in efforts to advance the school’s mission; and finding new ways to inspire and include the alumni community.

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03

Academic Village

A key element of the new strategic plan, UC Hastings Law 2025, is the execution of the LRCP and its central focus, the creation of an Academic Village in the heart of San Francisco serving UC Hastings’ broad educational mission and the State of California’s priorities for higher education.

The Academic Village is a platform for interdisciplinary engagement among individuals and across institutions. The Academic Village includes shared housing (for students, trainees and faculty) and amenities (library, food services, study areas, recreational space, etc.) on Hastings’ campus for students from multiple undergraduate and graduate schools, as well as a network of collaborations that transcend and enrich the law school, connecting graduate programs and institutions with each other and with the wider community.

As another step towards that vision, in the fall of 2017, UC Davis began offering a Business Analytics MBA program at the UC Hastings campus. This program has doubled in size with a 2019 enrollment of approximately 94 FTE’s. These students are fully integrated within the Hastings’ campus and community. Their presence and integration contributes to a richer and more diverse academic community at the College.

The first four phases of the LRCP is fully entitled under CEQA. The fifth phase is an exciting opportunity to partner with another mission-driven organization to substantially expand the College’s footprint and the full potential of the Academic Village vision.

- 1. Kane Hall Academic Building - 200 McAllister Street: Optimize Space Allocations, New Classrooms and Program Consolidations (2017 – 2020)
- 2. Academic Building - 333 Golden Gate Avenue: Construct New Academic Facility (2018 – 2020)
- 3. Campus Housing & Academic Building - 198 McAllister Street: In Development (2020 -2022)
- 4. Campus Housing & Academic Building: Seismically Upgrade Historic McAllister Tower and Great Hall - 100 McAllister Street (2023 – 2025)
- 5. Campus Expansion: Campus Housing and Academic Building - 247 Golden Gate Avenue, Local 2/Unite Here (Option Agreement)

AFFORDABLE HOUSING

Affordable housing, a key concern for UC Hastings Law and other local undergraduate and graduate students, is a critical element for financial

accessibility to higher education. The rising cost of housing in the Bay Area is pushing students and faculty farther from the campus to find available and affordable housing. These longer commutes result in fewer opportunities for students to integrate into the academic and social fabric of the campus, resulting in potentially negative outcomes for the campus community. This may include reduced engagement, lower student retention, and a longer time to degree, along with isolation and the resulting adverse consequences. The increased distance from campus and/or lack of affordable housing pose a burden that may interfere with fulfillment of the campus mission and well-being of the campus community.

A key collaborator in the Academic Village is the University of California San Francisco (UCSF). In December 2015, UC Hastings and UCSF entered into a Memorandum of Understanding (“MOU”) to explore the feasibility of a joint campus housing project on the UC Hastings campus. In July 2016, UC Hastings and UCSF executed a pre-development agreement to enable the institutions to establish a legal basis for the furtherance of the development’s objectives. UC Hastings and UCSF then transitioned from a predevelopment agreement to a development agreement in 2017. The UC Hastings and UCSF relationship is based on the following principles:

- The shortfall of affordable campus housing is a significant barrier for both UC Hastings and UCSF to enroll as well as retain top-ranked students and trainees.
- The production of affordable and proximate campus housing on the UC Hastings campus and the sharing of campus amenities will benefit both institutions.
- UC Hastings and UCSF already collaborate on several administrative functions, such as police/security services and copy/print services. These administrative collaborations, as facilitated by the proximity between the institutions, exist to gain economies-of-scale and to improve service levels.
- UC Hastings and UCSF also partner on academic programs that advance research and teaching. These partnerships are possible given the institutions shared public educational mission.

A significant collateral benefit of addressing the housing challenges with a two-step implementation plan is the elimination of exposures related to seismic

risk as upon the completion of Phase 1 of the housing initiative, UC Hastings will vacate the 100 McAllister facility leaving it unoccupied until such time that its structural upgrade can be completed.

PHASE 1

Consists of demolition of the buildings at 198 McAllister Street/50 Hyde Street. Through the Hastings Campus Housing Finance Authority, the College will construct, equip and furnish a student housing facility containing approximately 657 units (667 beds), commercial street level activating food service and dining facilities, and academic space. In addition to housing, Phase 1 will contain academic space: the Cotchett Advocacy and Dispute Resolution Center with the Marvin and Jane Baxter Appellate Law Center and the Specter Trial Advocacy Courtroom. Planned retail and amenity space will include street activating food and beverage operations, laundry facilities, bike room, fitness area, a 7th floor terrace and study lounges. The total development cost of Phase 1 is projected at \$314 million. The construction period is to begin in 2020 and last approximately 2 years.

Developed in collaboration with UCSF, the 198 McAllister project offers a framework for interdisciplinary living and learning for students of both schools. An Occupancy Agreement is under development with UC that would have 230 of the 657 units earmarked for occupancy by UCSF with availability also for UC Davis and UC Berkeley students. The proximity of shared teaching, clinical spaces, institutes and departments on campus will foster deeper academic collaborations for the benefit of all students.

PHASE 2

Renovation and seismic upgrade of the existing historic building at 100 McAllister Street. Current plans include 295 replacement beds of student and faculty housing. Construction for Phase 2 is to commence in 2023 and last 2 years. All buildings would be constructed or renovated in compliance with the UC Hastings Seismic Safety Policy. Phase 2 is to include approximately 30,000 square feet of state supported office/academic space and 3,000 square feet of retail space. The total development cost of Phase 2 is estimated at approximately \$200 million.

PARTNERSHIP WITH UNITE HERE/LOCAL 2

A partnership with Unite Here/Local 2 (“Local 2”) is underway that would potentially grow the Academic Village by a quarter of a city block (27,000gsf). Local 2 is a union of over 12,000 workers in the hospitality industries of San Francisco and San Mateo counties. Local 2 members work at many job sites – including hotels, restaurants, food services, laundries and San Francisco International Airport. Their membership includes room cleaners, cooks, bartenders, bellmen, food and beverage servers, bussers, and dishwashers.

Contemplated is the development of a mixed-use building at 201-247 Golden Gate Avenue. The project would include (1) office, meeting-room and hiring-hall space to replace Local 2’s existing facilities (the cost of which would be supported by rent payments made by Local 2), (2) campus housing for students and faculty, (3) teaching and academic office support space, and (4) potential space for other users providing benefits to the Tenderloin community. This phase is not yet entitled.

Although the site is owned by Local 2, it will be developed by UC Hastings pursuant to a long-term ground lease. The new union and hiring hall would occupy approximately 15% of the completed project. Housing and opportunities for academic uses would be shared among UC Hastings and other public or not-for-profit educational institutions. This project would further contribute to goals of the LRCP and its vision for an Academic Village.

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04

Location & Neighborhood

LOCATION OVERVIEW

Located in San Francisco’s Civic Center, UC Hastings is part of a thriving, dynamic, and evolving neighborhood that includes Mid-Market and the Tenderloin. The College draws from the cultural richness of these diverse surroundings to provide students, faculty, and staff with a vibrant academic community.

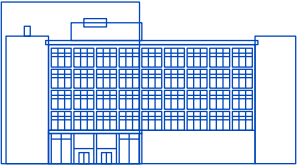
The campus is situated on two city blocks in the heart of downtown San Francisco bordered by McAllister, Larkin, Golden Gate, and Leavenworth Streets. The College pulls inspiration and community from its three intersecting neighborhoods. The Civic Center includes the City and County of San Francisco, State of California, and US Federal governmental functions. Mid-market is an evolving regional center for performing and fine arts activity, which is also rapidly transitioning into a hub for the technology sector. The historic Tenderloin district, while beset by many endemic challenges, strives to remain a livable and vibrant urban community. All three areas are home to a large residential population—including the highest density of school-aged children in San Francisco—as well as museums, performance halls, restaurants, and night spots. The convergence of these distinct neighborhoods creates a dynamic urban fabric with its own personality and culture.



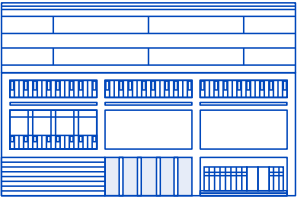
05

Existing Buildings

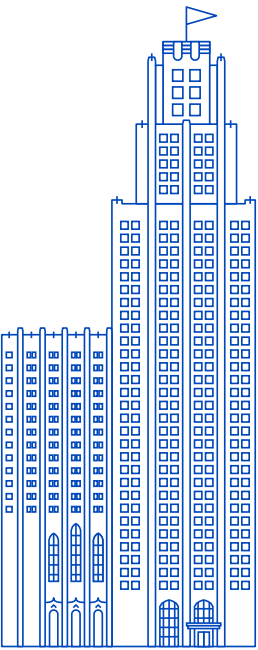
HASTINGS PROPERTIES UC Hastings owns and operates three buildings, academic and residential, along with a parking structure. Descriptions of these facilities follow.



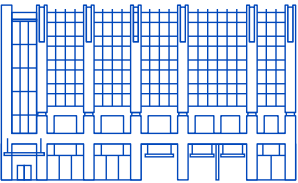
SNODGRASS HALL
198 McAllister / 50 Hyde



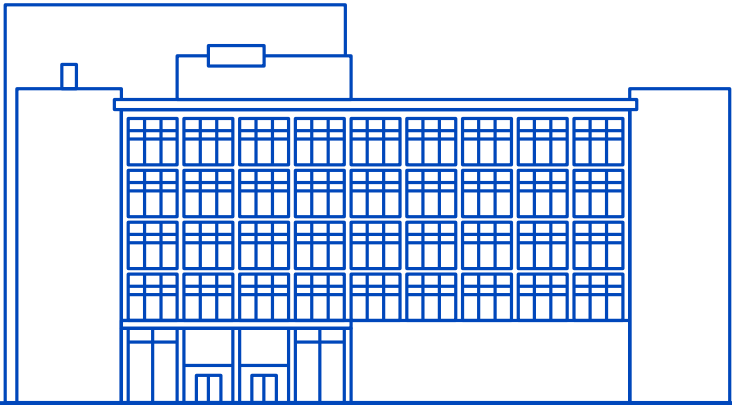
KANE HALL
200 McAllister



MCALLISTER TOWER
100 McAllister



PARKING STRUCTURE
376 Larkin



Snodgrass Hall

(198 McAllister + 50 Hyde)

BUILDING DESCRIPTION

The building is scheduled for closure and demolition in spring 2020. It served as the primary academic building at 198 McAllister, constructed in 1953 with an Annex located at 50 Hyde Street added in 1970. Known as Snodgrass Hall, the College’s 136,000 square foot instructional facility housed administrative, business and faculty functions. Snodgrass Hall featured 14 classrooms, ranging from large, tiered lecture halls to smaller seminar rooms, and dedicated trial and appellate advocacy classrooms.

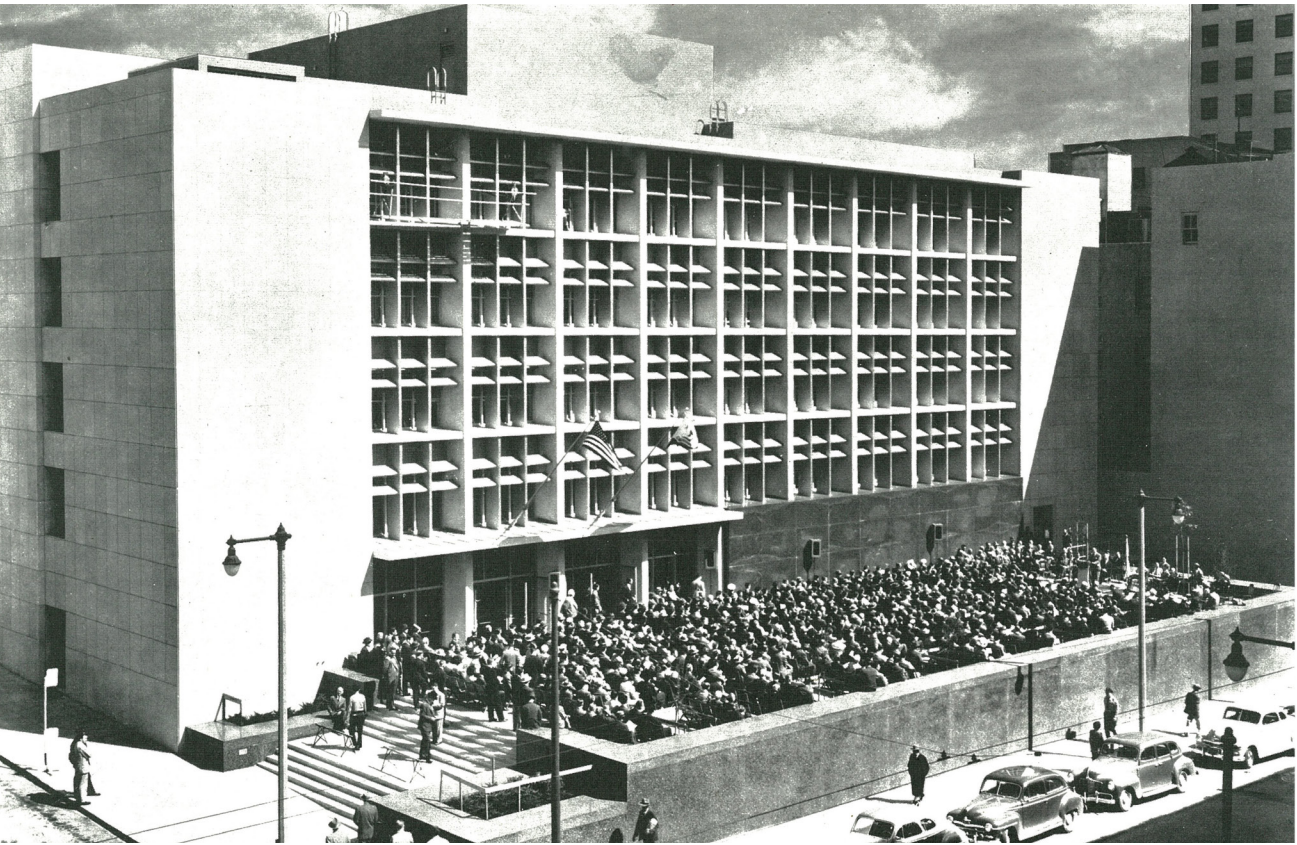
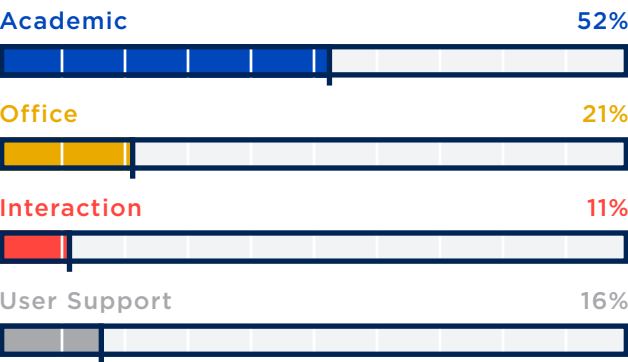
BUILDING AREA

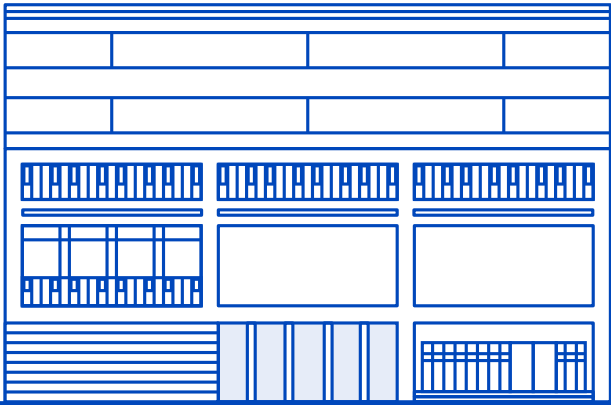
137,000 FT²

NUMBER OF FLOORS

Four + Two Mezanines + Basement

ASSIGNABLE AREA PROGRAM BREAKDOWN





Kane Hall

(200 McAllister)

BUILDING DESCRIPTION

The 185,000 square foot 200 McAllister Street building, also known as Kane Hall opened, providing 60,000 square feet for the law library, along with faculty and administrative functions was constructed in 1980. Students study in the Dobbs Atrium and dine either in the Law Cafe or on the adjoining patio. The building contains student service functions and the Alumni Reception Center. A comprehensive seismic and code-compliance upgrade, along with a complete renovation of the law library (completed in 2007), was financed by \$23.5 million appropriated by the state of California from the Higher Education Facilities Bond Act of 2002, along with \$4 million in donations raised during a capital campaign.

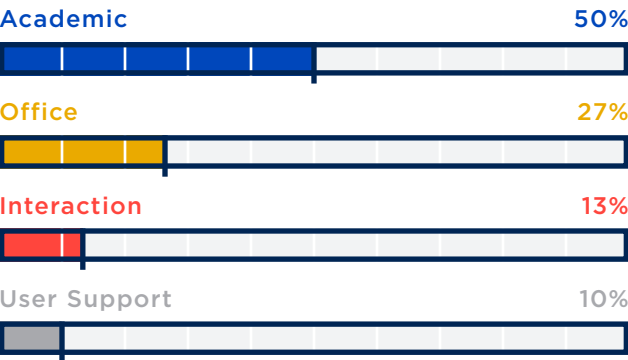
BUILDING AREA

177,000 FT²

NUMBER OF FLOORS

Six

ASSIGNABLE AREA PROGRAM BREAKDOWN

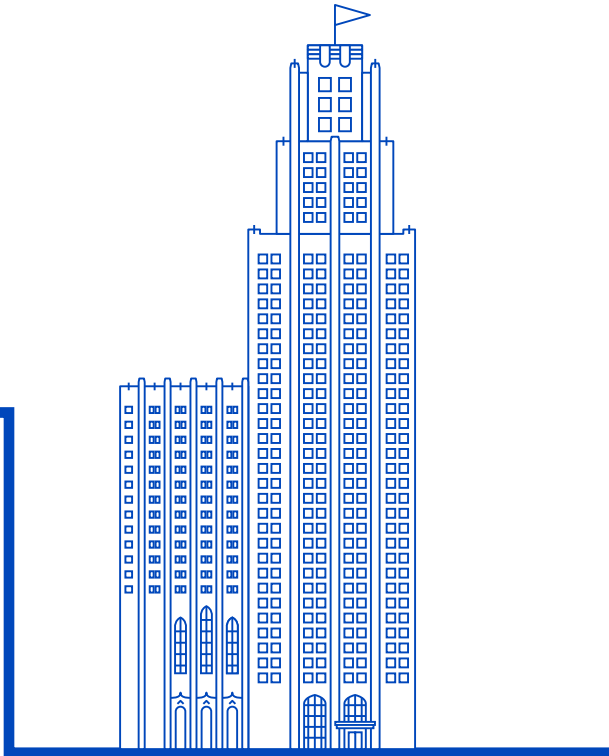




McAllister Tower (100 McAllister)

BUILDING DESCRIPTION

In 1978, 100 McAllister Street, “The Tower” was acquired from the federal government and converted to student residences and other College uses. The Tower consists of 280,000 square feet and contains 252 efficiency, studio, one-bedroom, and two-bedroom apartments across 17 floors, housing approximately 280 Hastings students and their families. Additionally, it contains a gymnasium with a fully equipped fitness center on the first-floor mezzanine and a student lounge with stunning city views on the 24th floor. The Tower is home to the O’Brien Center for Scholarly Publications, where student editorial staffs publish Hastings’s eight scholarly journals. Also within the Tower is the Civil Justice Clinic, where students gain hands-on experience. In 2004, a building-wide fire/life-safety upgrade was completed, which was financed by the sale of Hastings Series 2003 Bonds. UC Hastings adopted a Seismic Safety Policy in 2019. The building does not meet the standards stipulated by policy and would require a seismic upgrade to meet performance standards plans for which are currently underway.



BUILDING AREA

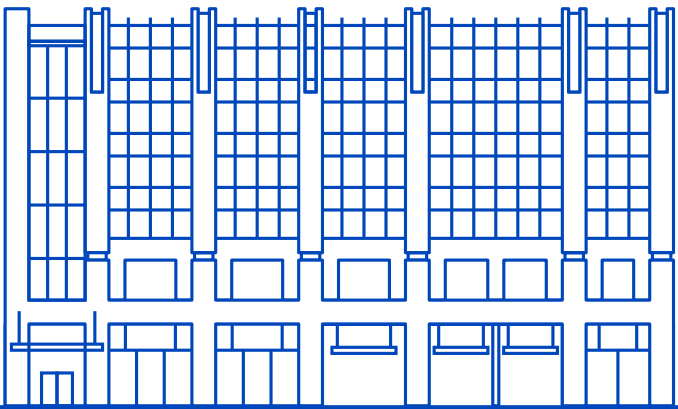
249,000 FT²

NUMBER OF FLOORS

Twenty-four

ASSIGNABLE AREA PROGRAM BREAKDOWN





Parking Structure (376 Larkin)

BUILDING DESCRIPTION

In 2009 construction of a mixed-use retail and parking garage was completed. The facility includes approximately 13,000 sq. ft. of community-serving retail space and 395 parking stalls owned and operated by the College.

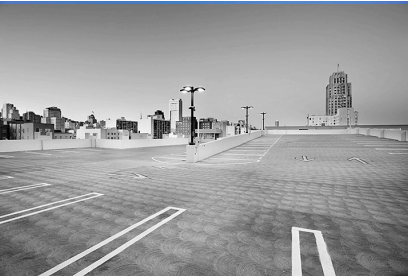
BUILDING AREA

157,000 FT²

NUMBER OF FLOORS

Twenty-four

ASSIGNABLE AREA PROGRAM BREAKDOWN



06

Policy Objectives

The Five-Year Infrastructure Plan 2021-2025 emphasizes sustainable and resilient implementation of the LRCP in alignment with partners and the campus community. The primary drivers of the Plan work in conjunction to generate a cohesive, lively, and safe sense of place in and around the UC Hastings campus. The Plan will:

Create a multi-institutional Academic Village that optimizes the College's location and physical plant in collaboration with other institutions of higher education to create a vibrant living and learning environment with shared access to all campus amenities.

Support the mission and vision of UC Hastings and its partner institutions by updating and rehabilitating the campus to better reflect evolving student and community needs including through the provision of more small and medium sized interactive classrooms as well as multi-use assembly, auditorium, and conference spaces.

Prioritize deferred maintenance to avoid risks to life-safety and protect capital assets.

Provide affordable student housing in safe, secure, and code-compliant and seismically upgraded buildings.

Integrate sustainability and resilience considerations into capital planning to produce the greenest campus possible within constraints of technology and financial feasibility.

Mitigate climate-change related risks through application of University of California and state of California frameworks.

07

Current Projects

ONGOING
& FUTURE
PROJECTS

Implementation of the LRCP is well underway with a combination of projects, both state supported and those financed through revenues generated by auxiliary enterprises, in various stages of development. Auxiliaries, campus housing, parking, event services, and the health center, support UC Hastings’ academic mission but are ancillary to the delivery of its educational program. Based on state policy articulated in the Master Plan for Higher Education (also known as the Donahoe Higher Education Act of 1960), those portions of facilities that support these auxiliary functions must be self-supporting and hence are not eligible for state support.

1. STATE-SUPPORTED ACADEMIC AND INSTRUCTIONAL FACILITIES
State support has proven instrumental in development and maintenance of the UC Hastings campus.

- 1. Kane Hall Infrastructure, Deferred Maintenance (200 McAllister)...34
- 2. Replacement Academic Building (333 Golden Gate)38
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2. CAMPUS HOUSING & MIXED USE ACADEMIC: 198 McALLISTER
The availability of affordable housing in the San Francisco Bay Area is extremely limited, and the absence of such housing poses a financial barrier to attendance for students of limited means. As a result, student housing is a critical component of UC Hastings’ mission. The College plans to leverage its central location within the city as an opportunity to provide safe, affordable, and modern student housing.

- 1. Mixed Use/Campus Housing Phase I: 198 McA and 50 Hyde 44

STATE-SUPPORTED ACADEMIC AND

INSTRUCTIONAL FACILITIES

Kane Hall Infrastructure, Deferred Maintenance

200 McAllister

STATE DEFERRED MAINTENANCE

UC Hastings has undertaken several deferred maintenance projects since 2017. These projects were made possible by state appropriations totaling \$3.5 million made to UC Hastings in recent Budget Acts (2016, 2017, 2018 and 2019) to address deferred maintenance in state supported facilities. Completed work funded by the allocations include:

- **Roof replacement:** The roof membrane was installed in 1980 as part of the original building construction. Replaced in 2018 with a reflective roofing membrane commonly referred to as a “cool roof” by California building codes following LEED (Leadership in Energy and Environmental Design) standards of the U.S. Green Building Council.
- **Facade window-washing access:** Installed a code-compliant facade access anchorages for window washing.
- **Emergency generator replacement:** Replacing the rooftop penthouse emergency generator with a unit of greater capacity in the loading dock.
- **Exhaust flu:** replacing a non-compliant exhaust system in the food service area.
- **Exterior security cameras:** Replaced existing cameras with high-definition devices networked with a community-wide system operated by the Tenderloin Community Benefits District (being phased with controls and cabling in 2021).

With the support of the State of California, significant progress has been achieved to reduce the backlog of deferred maintenance. This favorable state of affairs is facilitated by the replacement of the aging and technically obsolete 198 McAllister Snodgrass Hall (built in 1953/1980) with the new 333 Golden Gate facility (to be opened in 2020).

UC Hastings recognizes the importance of maintaining adequate ongoing funding to address maintenance needs as they arise to avoid the creation of a new backlog and to assure that the school’s facilities are maintained to the highest standards.

The current deferred maintenance list—both building and technology related—is as follows:

PROJECT TITLE	COST
200 McALLISTER: BUILDING MAINTENANCE	\$1,766,000
Replace controls and cabling (Security System)	\$200,000
Bicycle cage replacement	\$120,000
Replace elevator control systems	\$200,000
Replace HVAC control system & economizers (3)	\$150,000
Replace lighting control hardware & software (7 panels)	\$90,000
Carpet replacement—building wide (126 SF @ \$6)	\$756,000
Interior painting—common and public areas only	\$150,00
Restroom partitions and mirrors (5 pairs/10 units)	\$100,000
200 McALLISTER: INFORMATION & INSTRUCTIONAL TECHNOLOGY	\$765,000
Refresh domain network server	\$10,000
Replace instructional technology—room 445 (IT training room)	\$115,000
Replace instructional technology—room 395	\$115,000
Replace instructional technology—ARC room	\$150,000
Replace fiber cable backbone to single mode cable	\$75,000
Replace main network “core” switch and firewall	\$300,000
TOTAL	\$2,531,000

Table A: 200 McAllister deferred maintenance list

GREENING AND SUSTAINABILITY INITIATIVES (INSTITUTIONAL FUNDS)

The College funded the following sustainability initiatives in support of UC Hastings’ ongoing goal to become the greenest urban campus by 2025.

- **Infrastructure for future solar:** Installed infrastructure to support photovoltaic cells on the west and south zones of the roof surface.
- **Vertical greening on machine room penthouse walls:** Installed integrated systems to support plantings on vertical walls into the building program to promote sustainability goals.

DEPARTMENTAL RELOCATIONS

To optimize space allocations and begin decamping from the 198 McAllister building (to be demolished in Spring 2020) and the 100 McAllister building (to be seismically upgraded in 2023), UC Hastings is consolidating and relocating several functions into Kane Hall. Functions and programs planned for relocation include portions of the Fiscal Office, LEOP, the research centers and other Academic Support departments.

RESEARCH CENTERS

In 2019, construction was completed for new space on the 6th floor to house the four research centers. The Center for Gender & Refugee Studies and WorkLife Law were moved from 100 McAllister as an element of the plan to vacate that structure. The Institute for Innovation Law and the UCSF/UC Hastings Consortium on Health Law and Policy have also been moved to consolidate these high profile functions into a single location.

LOBBY IMPROVEMENTS

Construction contracts have been awarded for physical improvements to activate the 200 McAllister lobby improving pedestrian flows and enhancing first impressions of the UC Hastings campus upon entering through what will serve as, upon completion of the 333 Golden Gate building, the “front door” to the campus.

- **Historical Display:** The College is evaluating different approaches to integrate UC Hastings historical information in public areas of the campus including the first floor of Kane Hall.
- **Improved path of travel to 5th & 6th Floor:** UC Hastings will convert the existing restricted access utility elevator to an accessible elevator that serves all floors, which is especially important for the 6th floor sky bridge access to 333 Golden Gate. There is currently no unrestricted direct elevator path to the upper floors of Kane Hall.

LIBRARY SPECIAL COLLECTIONS RELOCATION

The College will optimize space allocation by relocating the Library Special Collections to a non-public facing area in the parking garage basement, which will also include installation of a climate control system. Only staff access these collections making this relocation feasible.

STATE-SUPPORTED ACADEMIC AND
INSTRUCTIONAL FACILITIES

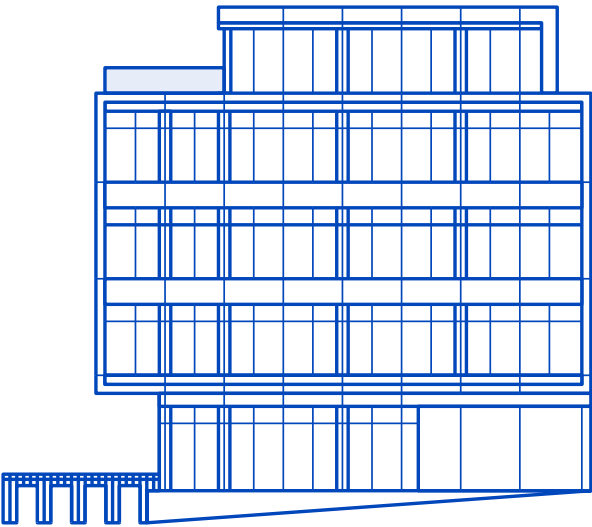
Replacement Academic Building 333 Golden Gate

The 333 Golden Gate project currently under construction is scheduled for completion in February 2020. The new academic building is approximately 57,500 gross square feet and includes classrooms, offices, legal clinics, conference center, and indoor/outdoor student life spaces. The building is sited on a 12,000 square foot rectangular parcel owned by UC Hastings. The project also included site demolition, hazardous material abatement, utilities, fencing, landscaping, security, CCTV, interior furnishings, low voltage, and building management systems designed for LEED Platinum Certification. This building will replace academic functions and faculty offices currently in Snodgrass Hall at 198 McAllister Street and provide a more cohesive campus in UC Hastings densely urban environment.

The Budget Acts of 2015 and 2016 appropriated \$55.5 million of Lease Revenue Bond financing to construct the 333 Golden Gate Avenue building. UC Hastings has supplemented the state appropriation with over \$3 million in non-state private donations and another \$5 million in institutional funds for furniture, fixtures and equipment. UC Hastings has earmarked the private donations to better integrate 333 Golden Gate with the existing academic functions at 200 McAllister

with a common plaza, the “Quad,” and a sky bridge connecting the upper floors of the two structures.

UC Hastings commenced construction on 333 Golden Gate in April of 2018 via the design build team of Clark Construction/ SOM architects. The Department of General Services is managing the project in close coordination with UC Hastings.



Miscellaneous Capital Planning

UC Hastings also proposes the following projects subject to funding availability and confirmation by the UC Hastings Board of Directors. The below projects are not necessarily associated with a specific campus facility or they are associated with multiple campus facilities.

TRANSPORTATION DEMAND MANAGEMENT (“TDM”)

A TDM study will inform additional development including accommodation of increased bicycle and shuttle bus access, traffic-calming measures, and intermodal transit facilitation.

COMMUNITY GREENING

Tree planting in the surrounding neighborhood and enhanced landscaping in the gateways between UC Hastings neighboring streets and public plazas will improve campus and community livability.

PUBLIC ART, SIGNAGE, AND LIGHTING

The installation of public art, signage, and lighting will contribute to improved wayfinding, a sense of place, safety, facilitation of further community engagement, and further support an ongoing UC Hastings campus branding initiative.

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CAMPUS HOUSING, MIXED USE,
AND NON-STATE FACILITIES



Campus Housing & Mixed Use Academic: 198 McAllister Street

Student housing is a critical component of UC Hastings’ mission because the availability of affordable housing in the San Francisco Bay Area is extremely limited, and the absence of such housing poses a financial barrier to attendance for students of limited means. At the same time, UC Hastings possesses real estate in the heart of San Francisco, which provides an opportunity to respond to this need with safe, affordable, modern student housing.

UC Hastings is developing this project to provide housing for (1) UC Hastings law students, (2) UCSF graduate health science students and trainees, and potentially (3) faculty members from both UC Hastings and UCSF, and (4) graduate students from other institutions, at below-market rents, to contribute to a vibrant, multi-disciplinary academic campus consistent with the vision of an Academic Village articulated in the LRCP. To promote ground level activation objectives, a secondary goal is to include commercial retail uses providing campus amenities, increase pedestrian flow and benefit the broader community.

Toward these ends, UC Hastings retained Greystar LLC to serve as a fee master developer to deliver quality campus housing facilities in line with the LRCP that expand the availability of campus housing, achieve code compliance and seismic and fire/life-safety objectives, and improve campus life.

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CAMPUS HOUSING, MIXED USE,
AND NON-STATE FACILITIES

Mixed Use and Campus Housing Phase I 198 McAllister & 50 Hyde

Following relocation of academic programming to 333 Golden Gate in 2019, UC Hastings will demolish the existing academic buildings at 198 McAllister and the 50 Hyde Street Annex to construct a new campus housing and multi-use complex at that site. Demolition of the existing academic building at 198 McAllister and 50 Hyde Street is projected for spring 2020. Current forecasts suggest the newly constructed residential complex will open in the summer of 2022.

The UC Hastings’ Final Environmental Impact Report (“FEIR”) for the LRCP, which encompasses the proposed development and redevelopment of the 198 McAllister Street, its annex at 50 Hyde Street (and the 333 Golden Gate and 100 McAllister Street properties) was certified by the UC Hastings’ Board of Directors in July 2016. The FEIR for the LRCP included review and analysis of a new campus housing project at 198 McAllister Street and 50 Hyde Street with a maximum height of 140 feet.

USE	NET ASSIGNABLE SF	GROSS SF	PERCENT
Residential	174,251	329,043	78%
Academic	42,187	44,407	19%
Retail	7,334	7,720	3%
TOTAL	223,772	381,170	100%

Table B: Phase 1 Academic Village space allocation breakdown. Note, includes 36,866 GSF shared between residential (80%) and academic (20%).

Development space is estimated at 224,000-assignable square feet with 174,000-assignable square feet allocated to approximately 659 residential units (or approximately 669 beds), which UC Hastings and UCSF would occupy jointly. UC Hastings will also establish a new center for advocacy at 198 McAllister. The high-visibility suite will include improved footprints for the Justice Marvin and Jane Baxter Appellate Law and the Shanin Specter Trial Advocacy Centers as well as provide the new home of the Center for Negotiation and Dispute Resolution. Approximately 42,000-assignable square feet is allocated to academic, administrative, assembly, multipurpose, or support functions. Other non-residential functions will include 7,300- assignable square feet for retail activation.

Displayed below is the unit type, square footage and count. The units allocated to the UC are intended for occupancy primarily by UCSF students but are also available to UCB and UCD students.

UNIT TYPE	USABLE SQUARE FEET PER UNIT	UNIT COUNT	UNIT ALLOCATION UC SYSTEM (35%)
Micros/ Efficiencies	203 - 319	227	34
Studio	266 - 311	383	189
Studio with Bay Window	288 - 300	28	0
One Bedroom	369 - 463	13	7
Two Bedroom	566	8	0
TOTAL	-	659	230

Table C: Phase 1 Academic Village unit breakdown

CAMPUS HOUSING, MIXED USE,
AND NON-STATE FACILITIES

Mixed Use and Campus Housing Phase I
198 McAllister & 50 Hyde



08

McAllister Tower

100 McALLISTER TOWER PROJECT OVERVIEW

The UC Hastings Law, 100 McAllister Street student housing project is the second phase of the Academic Village platform. Upon completion of 198 McAllister, UC Hastings students living in the McAllister Tower will move into the new campus housing complex, which will eliminate seismic exposures and allow for the necessary redevelopment of the Tower at 100 McAllister.



The historic building is located at the corner of McAllister and Leavenworth Streets in San Francisco and has a fully entitled environmental impact report. It includes approximately 260 residential units including 202 units for students and 58 units for faculty, amenity space, UCH academic space, leasable retail and office space. The building will receive a full seismic upgrade, new elevators in the tower core and MEP/FP systems replacement. The building is approximately 270,000 GSF. The project will be designed to comply with LEED Silver as a baseline.

The 100 McAllister tower is an iconic landmark within San Francisco and has become a symbol for the College. The Tower acts as a gateway to both the Tenderloin District and the UC Hastings Campus. It has a rich legacy of community engagement in various capacities and is known for its unique public amenity and assembly spaces; the Great Hall just above street level and the Sky Lounge on the 24th floor of the residential tower.

The building, which was constructed in 1929, requires significant upgrades seismic, ADA and other upgrades to achieve full code compliance. The grand and unique spaces in the building’s podium levels and tower have been augmented and obscured over time, but with organizational and infrastructural improvements, as well as spatial reprogramming, these spaces can recapture their vibrancy as campus and community centers and amenities. The renovated building will encompass 269,504 gross square feet and feature 96,210 SF of residential space including 260 units (275 beds), 26,215 SF of amenity space including a fitness center, 24,435 SF of facilities and maintenance space, 6,265 SF of UC Hastings office space, 14,075 SF of leasable market rate office space, and 4,120 SF of leasable food & beverage retail space. Specifically, the renovation will focus on revitalizing some of the Tower’s more iconic spaces:

- **Great Hall:** Post-renovation, the Great Hall will be a flexible, transformative use space at the main floor level. The range of uses will include student collaboration space, leasable co-working space, performance space, and community gathering space which includes serving as the replacement space to the existing Louis B. Mayer campus

community room. Above this flexible main level we propose a partial infill of the Level 1 Mezzanine and Level 2 at the North side of the Great Hall. This approach will only infill 1/3 of the floor area at each level in order for the project to achieve the Federal tax credit for historical preservation.

- **Walnut Room:** Remodel into leasable food and beverage concept open to students and the public. We propose reopening the street level entry from Leavenworth to improve public access to this revenue generating space. Directly below the Great Hall, will be the fixed seat auditorium in the old gymnasium space. This will be a signature space on campus, and with its grand volume and elevated balconies, will carry the gravitas of an academic and campus assembly space truly worthy of a school of the law.
- **Sky Lounge:** Moving up the tower, shared resident amenity spaces on each level will culminate to the renovated Sky Lounge. This room with a view and flexible plan will serve as the primary student amenity space within the building. In addition, the historically significant space will be available for lease by the public for events and receptions to allow the general public to revel in the panoramic views of the city while also generating revenue.

The design for the renovated 100 McAllister building will reestablish the building as a campus and community hub by reinvigorating public street level spaces, creating shared resident amenity spaces, and reestablishing the Sky Lounge as the primary resident amenity space with a dual function as a leasable public reception space.

The primary funding priority for UC Hastings is to secure state funding through Proposition 13 or alternative sources to support that portion of overall project cost to seismically upgrade 100 McAllister assignable to the state-supported building uses. A conceptual cost estimate is current being prepared. For purposes of a placeholder, an allocation of \$55 million in state funding is requested.

Under prior space allocations, the distribution of state uses (e.g., academic and administrative office, classrooms, etc.) and non-state uses (e.g., residential, athletic, recreational, etc.) on the adjacent page.

DESCRIPTION	TOTAL NSF	STATE SUPPORTED NSF	PERCENT STATE SUPPORTED
RESIDENTIAL	96,210	0	0%
Efficiency Units	20,240	-	-
Studio Units	31,290	-	-
One Bedroom Units	33,430	-	-
Two Bedroom Units	11,250	-	-
ACADEMIC & COMMUNITY	19,520	19,250	100%
Great Hall	8,310	8,310	-
Collaborative Study Room	4,945	4,945	-
UC Hastings Administrative Offices	6,265	6,265	-
AMENITIES	12,960	0	0%
Sky Lounge	2,655	-	-
Gym & Fitness Center	9,890	-	-
Laundry	415	-	-
LEASABLE SPACES	18,195	0	0%
Leasable Offices	14,075	-	-
Leasable F&B (Walnut Room)	4,120	-	-
FACILITIES, MAINTENANCE, & CIRC.	24,435	0	0%
Lobby/Reception/Security	2,300	-	-
Mail Room	180	-	-
Bike Storage	440	-	-
Other Program Areas	13,985	-	-
BOH Support/Maintenance Area/Storage	7,530	-	-
TOTAL NSF	171,320	19,250	11%
PROGRAM EFFICIENCY	66%		
TOTAL GSF	269,405		

Table D: Preliminary building program for 100 McAllister renovation



Conceptual rendering of the Great Hall renovation located within 100 McAllister



Conceptual street view rendering of the renovated 100 McAllister

UNIT TYPE	AVERAGE UNIT GROSS SQUARE FOOTAGE	UNIT COUNT
Micros/ Efficiencies	230	88
Studio (Students)	330	73
One Bedroom (Students)	480	41
Studio (Faculty)	400	18
One Bedroom (Faculty)	550	25
Two Bedroom (Faculty)	750	15
TOTAL	-	260

Table E: Proposed residential unit breakdown for 100 McAllister renovation

Proposed Seismic, Code Compliance, & McAllister Tower Scope of Work

Structural engineering studies (2017) have concluded that the building requires extensive seismic upgrades along with other code-compliance upgrades including ADA/Title 24 and fire-life/safety. To achieve Title 24 compliance, replacement of all of the original wooden windows with window systems designed to mimic their contribution to the historic fabric of the structure.

The scope of work at 100 McAllister Street would include:

Structural engineering studies (2017) have concluded that the building requires extensive seismic upgrades along with other code-compliance upgrades including ADA/Title 24 and fire-life/safety. To achieve Title 24 compliance, replacement of all of the original wooden windows with window systems designed to mimic their contribution to the historic fabric of the structure.

The scope of work at 100 McAllister Street would include:

SEISMIC UPGRADES

In July 2017, a seismic analysis was completed that indicated the building required structural strengthening to meet the seismic performance standards called for by the UC Hastings Seismic Safety Policy, a policy, modelled after those adopted by the UC and CSU systems. While the building has not been formally rated under the UC methodology, the 2017 study opined that application of the rating criteria used by UC would result in a rating of Risk Level V or VI. In response to this information, the College has developed an Interim Use Plan and has begun the pre-development phase of Phase 2 that would result in a complete upgrade of the structure to meet requirements set forth by the California Uniform Building Code and UC Hastings Seismic Safety Policy.

GREAT HALL

Constructed as a cathedral in 1929, the Great Hall, located on the ground floor of 100 McAllister, requires removal of hazardous material prior to occupancy

and/or leasing. The space is currently mothballed. Abatement and interior improvements to the Great Hall creates an additional 30,000 square feet of multi-use space that would be dedicated to uses that support the College’s academic mission and as such would be eligible for state support.

ACADEMIC AND INSTRUCTIONAL SUPPORT SPACE

Currently, McAllister Tower primarily functions as student housing but is also the location for various academic/professional clinics, offices of student scholarly publications, administrative functions and recreational and athletic facilities. The scope of the renovation project would continue academic and administrative functions on the 2nd, 3rd and 4th Floors (and convert the Great Hall to state supported uses).

RESIDENTIAL APARTMENT UPGRADES

The apartments need upgrades with new fixtures and equipment including flooring, kitchen units, lighting, and bathroom fixtures. Reorganization of floor-plates may afford different occupancy patterns more appropriate to contemporary graduate schools. Corridor lighting and other common space treatments will improve campus flow and branding. The preliminary distribution of housing units between students/trainees and faculty is yet to be finalized, but plans contemplate residential occupancy more heavily weighted toward faculty tenancy.

EXTERIOR REPAIR, WINDOWS, AND WATERPROOFING

Masonry repointing and sealing, window replacement, and terra cotta pinning, most particularly on the building’s east elevation.

09

Financial Summary

STATE
SUPPORTED
FACILITIES &
AUXILIARY
OPERATIONS

The financial resources needed to support UC Hastings and these transformative projects are considerable. And yet, the College has already achieved substantial progress. The currently under construction academic building at 333 Golden Gate is funded primarily by \$55.7 million in lease revenue bonds issued by the state of California and supplemented with over \$3 million in private donations and \$4.5 million in institutional funds for furniture and instructional technology.

CORE EDUCATIONAL	COST	AUXILIARY	COST
KANE HALL INFRASTRUCTURE	\$\$\$	MCALLISTER TOWER HOUSING	\$\$\$
State Supported Deferred Maintenance	\$\$\$	Scope	\$\$\$
SCOPE	\$\$\$	Campus Housing	\$\$\$
Other Deferred Maintenance	\$\$\$		
Greening & Sustainability	\$\$\$	SNODGRASS HALL MIXED USE/ HOUSING 333 GOLDEN GATE	\$\$\$
		Scope	\$\$\$
KANE HALL SPACE & PROGRAM	\$\$\$	Residential & Ground Floors Shell	\$\$\$
Departmental Relocations	\$\$\$	Core Educational: Appellate & Trial Advocacy Center	\$\$\$
Research Centers	\$\$\$	Core Educational: Classrooms & Multi-purpose Hall	\$\$\$
Ground Floor & Lobby	\$\$\$		
333 GOLDEN GATE	\$63,200,000		
State-Supported	\$\$\$		
Campus Connectivity	\$\$\$		
Technology, Fixtures, Equipment	\$\$\$		
TOTAL	\$\$\$	TOTAL	\$\$\$



Table F: Costs of Core Educational and Auxiliary Enterprises

PROJECT
FUNDING
MECHANISMS

UC Hastings will draw the capital needed to fully implement the LRCP from the following sources:

LEASE REVENUE BONDS (LRB)

LRBs are a form of long-term borrowing instrument issued by the state of California to finance public improvements, including state office buildings, state universities, prisons, and agricultural facilities. The revenue stream backing LRBs consists of lease payments made by the governmental agency which uses the facility, in this case UC Hastings, to the governmental financing entity that finances and constructs the facility. The financing entity is the state Public Works Board (“SPWB”). The SPWB through the Department of General Services, constructs the facility, issues the LRBs and leases the facility to the governmental agency user, UC Hastings, until the LRB is paid in full. The College makes lease payments via annual appropriations from the state general fund. The SPWB then uses the lease payments to make debt service payments on the LRBs. The Budget Acts of 2015 and 2016 provides the legal authority for the issuance of LRB financing as well as the basis for subsequent appropriations of annual debt service to UC Hastings consistent with the state of California’s capital outlay program.


UC HASTINGS BONDS

Education Code Section 92215 grants UC Hastings the power to incur indebtedness and issue bonds. The College has used this authority to finance new construction and fire/life-safety upgrades for parking and student housing facilities. As of June 30, 2019, a total of \$19.6 million in debt was outstanding. Revenue flows available to support repayment of principal and interest are all lawfully available funds including but not limited to income, rentals, fees, and resident and nonresident tuition, but excluding restricted gifts and state operating appropriations. In the current business environment characterizing legal education, UC Hastings’ bonding capacity is limited.

STATE OF CALIFORNIA GENERAL FUND

The Budget Act of 2019 included \$500,000 in a General Fund appropriation to address deferred maintenance needs in state supported facilities. It is unknown whether future budget bills will include additional funding for deferred maintenance needs.

UC HASTINGS INSTITUTIONAL FUNDS

Operating and building reserves are maintained to fund high priority strategic objectives of the College. As of June 30, 2019, these amounts – state and non-state - totaled \$\$\$\$ million. 

PRIVATE DONATIONS

Philanthropy is an important source of capital to support the LRCP with over \$3 million committed to supplement 333 Golden Gate.

PUBLIC PRIVATE PARTNERSHIPS

As discussed above, a public-private partnership is a cooperative arrangement between two or more public and private entities, typically of a long-term nature. Public-private partnerships between a government agency and private-sector company can finance, build and operate projects, such as student housing, public transportation networks, parks and convention centers. Financing a project through a public-private partnership can allow for nearer-term project completion or make the project a possibility in the first place.

10

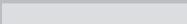
Timeline

**2019 - 2024
TIMELINE**

UC Hastings timeline for the LRCP is ambitious but necessary for the College to adequately respond to the evolving needs of its students, which include mitigating the effects of the housing crisis facing UC Hastings students and providing academic as well as community spaces better aligning with modern programming expectations. It is equally imperative that the College remediate seismic risk at 100 McAllister Street. UC Hastings remains on track with the overarching timelines set forth in the LRCP as outlined in the following table.

<i>Start</i>	<i>Finish</i>	
Aug. 2017	Jan. 2020	ACADEMIC BUILDING REPLACEMENT PROJECT – 333 Golden Gate - Design Build - Clark Construction/ SOM/ DGS
Dec. 2017	June 2020	KANE HALL INFRASTRUCTURE – 200 McAllister Deferred Maintenance
Jan. 2018	Aug. 2022	MIXED USE AND CAMPUS HOUSING I – Construction- 198 McAllister & 50 Hyde Street
Jan. 2018 Jan. 2019 April 2020	Dec. 2018 Mar. 2020 Aug. 2022	RFQ / RFP Project Development & Design Construction
Jan. 2018	Aug. 2024	MIXED USE AND CAMPUS HOUSING II: RENOVATION/SEISMIC UPGRADE – 100 McAllister Street
Jan. 2018 Aug. 2019 Sept. 2022	Dec. 2018 Mar. 2022 Aug. 2024	RFQ/RFP Project Development & Design Construction





Appendices

Appendix A

Board of Directors & Executive Officers

BOARD OF DIRECTORS &	
EXECUTIVE OFFICERS	▶

Board of Directors



CARL W. “CHIP” ROBERTSON ‘98 — CHAIR

Carl W. “Chip” Robertson (Current Chair of the Board) of Los Angeles co-manages Warland Investments Company. Prior to this, Robertson was an associate at Paul Hastings LLP and member of the management committee at Dax, LLC. Robertson serves as a member of the Board of Visitors for the UCLA Graduate School of Education and Information Studies, and the Board of Advisors for the UCLA Lab School. He sits on the Advisory Board for UC Berkeley’s College of Letters and Sciences. In addition, Robertson is a member of the Board of Directors of Jewish Vocational Services Los Angeles. At Hastings, he has served as a Trustee of the UC Hastings Foundation, and has endowed the Chip W. Robertson Faculty Research Fund. Mr. Robertson earned a BA from the University of California, Berkeley, a JD from the University of California, Hastings College of the Law, a DBS from the London School of Economics, and an MBA from the University of California, Los Angeles, Anderson School of Management.



SIMONA AGNOLUCCI ‘06 — VICE CHAIR

Simona Agnolucci (Current Vice-Chair of the Board) was appointed to the Board of Directors in 2015. She is a partner at Keker Van Nest & Peters, where she specializes in high-stakes complex litigation, including class actions, white collar criminal defense, intellectual property matters and commercial disputes. In addition, she represents corporations and individual employees in internal investigations and in investigations by the SEC and DOJ. Her clients have included “gig economy” technology companies, medical device manufacturers, brokerage companies, investment advisors, smartphone manufacturers, and leading law firms.

Ms. Agnolucci has an active pro bono practice, in which she primary represents women seeking asylum from gender-based persecution and unaccompanied

immigrant children. Her groundbreaking pro bono work has been recognized by national media, including The New York Times.

Ms. Agnolucci graduated magna cum laude from UC Hastings in 2006 and obtained her Bachelor of Arts, with honors, from Stanford University. Prior to entering private practice, she was law clerk to the Honorable William C. Canby, Jr. of the Ninth Circuit Court of Appeals. While at Hastings, she was an extern to the Honorable John T. Noonan, Jr. of the Ninth Circuit Court of Appeals and the Honorable J. Anthony Kline of the California Court of Appeal.

Ms. Agnolucci also serves on the Board of Directors of Legal Services for Children and on the Advisory Board of the Center for Gender and Refugee Studies. She has received numerous professional awards, including the Recorder’s 2013 Lawyer on the Fast Track award; the 2013 UC Hastings Rising Alumna of the Year award; the Northern California Rising Star award every year from 2010 through 2017; and the 2011 Lawyers’ Committee for Civil Rights Father Cuchulain Moriarty Award for her extraordinary pro bono contribution to the Lawyers’ Committee’s Asylum Project.

She lives in San Francisco with her husband, a Hastings alum and death-penalty public defender, and their two children.



DENISE BRADLEY-TYSON

Denise Bradley-Tyson, 60, of Pleasanton, was appointed to the Board of Directors in 2019. Bradley-Tyson has been founder and chief executive officer of Inspired Lux, Inc. since 2015 and principal consultant of Denise Bradley Consulting since 2007. She led the opening on the Museum of the African Diaspora, where she served as executive director from 2005 to 2007. She is a member of Links Incorporated, the Harvard Alumni Organization and the Stanford Alumni Organization. Bradley-Tyson earned a Master of Business Administration degree for the Harvard Business School.



THOMAS GEDE '81

Thomas Gede of Davis was appointed to the Board of Directors in 2009. Since 2006, he has been a principal with Morgan Lewis (which merged with Bingham Consulting Group) and of counsel at Morgan, Lewis & Bockius LLP. From 2000 to 2006, he was the Executive Director of the Conference of Western Attorneys General, and from 1987 to 2000, he served in the California Office of the Attorney General as a special assistant attorney general and deputy attorney general in the criminal division and the government law section. Prior to that service, Mr. Gede was a judicial attorney for Associate Justices Edwin Regan and Keith Sparks at the California Court of Appeal, Third Appellate District. Mr. Gede earned his Juris Doctor degree from the University of California, Hastings College of the Law, and a Bachelor of Arts degree from Stanford University.



CLAES LEWENHAUPT '89

Claes H. Lewenhaupt descendant of S.C. Hastings, is a lifetime member of the Board. He is a graduate of Hastings, a member of the California Bar and is the Senior Government Ethics Counsel in the Office of the General Counsel with the Defense Logistics Agency in Virginia. Claes retired in September 2017 from the U.S. Army Judge Advocate General's (JAG) Corps after 27 years. COL Lewenhaupt served all over the world from Germany, to Hawaii, to Afghanistan, holding numerous positions of leadership and responsibility. He spent the first half of his Army career litigating as a prosecutor, a criminal defense attorney and four years defending the Army in federal court specializing in medical malpractice and civilian employment law. He spent the latter half of his career focused on national security law, serving at the U.S. Central Command, the Defense Intelligence Agency, the Office of the Director of National Intelligence and the U.S. Army Intelligence and Security Command.



MARY NOEL PEPYS '78

Mary Noel Pepys has significant years of legal experience in the private and public sectors. She has worked for the past twenty-four years, since 1993, as an international rule of law attorney helping emerging democracies develop justice systems that ensure the basic principles concerning the protection of citizens' human rights, equal treatment of all individuals before the law, and a predictable legal structure with fair, transparent and effective government institutions are established. Pepys has worked in over 40 countries, lived five years in former communist countries, and more recently worked almost two years in Afghanistan where she served as the Justice Advisor at the U.S. Embassy.

Previously, from 1984 to 1993, she worked at Heller, Ehrman, White and McAuliffe and later at her own law firm as a land use attorney. From 1982 to 1984, she served in Rome, Italy as a legal officer for the Multinational Force and Observers, the international peacekeeping force in the Sinai, which oversees the security arrangements of the 1978 Camp David Peace Accords. Prior to that, Pepys worked in Washington, D.C. as the Special Assistant to Ambassador Daniel J. Terra at the Department of State from 1981 to 1982, and for Congressman Henry S. Reuss, Chairman of the Committee on Banking, Finance, and Urban Affairs from 1980 to 1981. She served as a law clerk to Justice Thomas A. Caldecott, Presiding Justice of the California Court of Appeal, from 1978 to 1979. Pepys earned a Juris Doctor degree from the University of California Hastings College of the Law, and a Bachelor of Arts degree from San Jose State University.



COURTNEY POWER '01

Courtney Power was appointed to the Board of Directors in 2015. She spent more than a decade as in-house counsel for Google, most recently as Legal Director in the Products and Agreements Group. She managed teams of attorneys performing product counsel and transaction work for business units including Geo, Virtual Reality and Waze. Previously, from 2001 to 2005, Ms. Power was an associate at Gibson Dunn & Crutcher in Palo Alto, where she advised clients on Internet commerce law and represented clients in regulatory investigations and civil litigation in state and federal court.

Ms. Power began her career in the technology industry, serving as assistant product manager at Broderbund Software, a firm developing award-winning educational programs, and a senior analyst for Fillmore Consulting Group specializing in business process redesign and workflow systems.

Ms. Power graduated magna cum laude from Harvard University in 1991. She was awarded a Rotary International Foundation Scholarship for postgraduate study at the University of Sydney. She earned a Juris Doctor cum laude from UC Hastings in 2001.

She lives in San Carlos with her husband and their two daughters.



ALBERT “CHIP” ZECHER

Albert “Chip” Zecher, 54, of San Francisco, was appointed to the Board of Directors in 2019. Zecher has been the general counsel of Intevac Inc. since 2013. He was the director of compliance for Comtech Xicom Technology from 2008 to 2013. Zecher was civil litigation partner for Pond North LLP from 2002 to 2006 and litigation associate for the Chubb Group of Insurance Companies from 1995 to 2002. Zecher is chair of the Board of Trustees of the Harker School. Zecher earned a Juris Doctorate from the University of San Francisco School of Law.

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BOARD OF DIRECTORS &
EXECUTIVE OFFICERS

Executive Officers



DAVID FAIGMAN — CHANCELLOR & DEAN

Chancellor & Dean David Faigman is the John F. Digardi Distinguished Professor of Law at the University of California Hastings College of the Law and holds an appointment as Professor in the School of Medicine (Dept. of Psychiatry) at the University of California, San Francisco. He received both his M.A. (Psychology) and J.D. from the University of Virginia. Professor Faigman clerked for the Honorable Thomas M. Reavley, Senior Judge of the U.S. Court of Appeals for the Fifth Circuit.

He is the author of over 50 articles and essays, and has published in a variety of outlets, including the Chicago, Virginia, Pennsylvania and Northwestern law reviews, Science, Sociological Methods & Research and Nature Reviews Neuroscience. He is also the author of three books, Constitutional Fictions: A Unified Theory of Constitutional Facts (Oxford, 2008), Laboratory of Justice: The Supreme Court’s 200-Year Struggle to Integrate Science and the Law (Henry Holt & Co. 2004) and Legal Alchemy: The Use and Misuse of Science in the Law (W.H. Freeman,1999). In addition, Professor Faigman is a co-author/co-editor of the five-volume treatise Modern Scientific Evidence: The Law and Science of Expert Testimony (with Cheng, Mnookin, Murphy Sanders & Slobogin). The treatise has been cited widely by courts, including several times by the U.S. Supreme Court. Professor Faigman was a member of the National Academies of Science panel that investigated the scientific validity of polygraphs, is a member of the MacArthur Law and Neuroscience Network and served as a Senior Advisor to the President’s Council of Advisors on Science and Technology’s Report, “Forensic Science in Criminal Courts: Ensuring Scientific Validity of Feature-Comparison Methods.”



DAVID SEWARD — CHIEF FINANCIAL OFFICER

Since 1994, David Seward has served as the Chief Financial Officer of UC Hastings College of the Law where he is responsible for financial and business management functions, long-range capital planning, intergovernmental relations, risk, investment and real estate management including student housing and parking operations.

Active in the community, Seward currently serves on the Board of Directors of the Tenderloin Museum and the Tenderloin Community Benefit District, an organization focused on sidewalk cleaning and neighborhood improvement. He also serves on the Advisory Board for Urban Solutions, an organization with an economic and community development emphasis.

Mr. Seward grew up outside Detroit and graduated from the University of Michigan. In 1980, he moved to San Francisco where he attended the University of San Francisco, graduating with an MBA in Finance.



JOHN DIPAOLO — GENERAL COUNSEL & SECRETARY TO THE BOARD

John is a 1989 Phi Beta Kappa graduate of Wesleyan University, where he received his BA in Social Studies, and a 1993 graduate of Yale Law School, where he served as Articles Editor of the Yale Law Journal. After law school, John clerked for Judge Anthony J. Scirica on the U.S. Court of Appeals for the Third Circuit. John has worked on education issues throughout his career, including at the U.S. Department of Education from 2011 to 2017, where he served as Deputy General Counsel for Postsecondary Education and Deputy Assistant Secretary for Policy for Civil Rights. Following his work in the Obama administration, John joined the firm of Cozen O’Connor here in San Francisco, where he worked on a myriad of educational matters.



MORRIS RATNER — ACADEMIC DEAN

Academic Dean Morris Ratner (BA, Stanford University 1988; JD, Harvard Law School 1991) manages and supports the faculty and all academic programs, including clinics, centers, academic support, career development, and the legal writing program. In addition, he manages and supports associate and assistant deans responsible for degree programs or departments (e.g., Global Programs, the LLM, MSL, and HPL degrees, and the Library), oversees the Associate Academic Dean, and manages the classroom budget.

Consistent with the College’s mission and strategic plan and the vision of its Chancellor & Dean, Dean Ratner’s priorities include:

- Creating a cohesive student experience from admission through graduation that prepares students for professional success;
- Adapting the curriculum to anticipate technological and other changes in the practice of law;
- Collaborating with faculty and staff to develop innovative teaching methods, courses, and co-curricular programming;
- Supporting faculty research and faculty and staff professional development;
- Integrating faculty, students, alumni, and the wider community in which UC Hastings is situated;
- Promoting diversity, equity, and inclusion; and
- Fostering a culture of continuous and evidence-based self-reflection and improvement.

Dean Ratner joined the UC Hastings Faculty in 2012 after teaching at Harvard Law School as a visiting lecturer and then as a visiting assistant professor from 2009 to 2011. He teaches civil procedure, legal ethics, and the business of law practice, and produces scholarship at the intersection of those fields.

While at UC Hastings, Dean Ratner has received multiple awards for his teaching and scholarship, including Student Choice Award for Professor of the Year (twice) and the Rutter Award for Teaching Excellence, as well as the Fred C. Zacharias Memorial Prize for Scholarship in Professional Responsibility awarded by the AALS Section on Professional Responsibility.

Dean Ratner was a litigator at the San Francisco-based plaintiffs’ firm Lieff, Cabraser, Heimann & Bernstein, LLP, where he was a partner for ten years and where he prosecuted product liability, environmental, mass personal injury, consumer, and human rights actions. Among other high-profile matters, he prosecuted and settled Holocaust-era slave labor, looted asset, dormant bank account and unpaid insurance claims against European companies, producing global settlements in those cases worth more than \$7.5 billion.

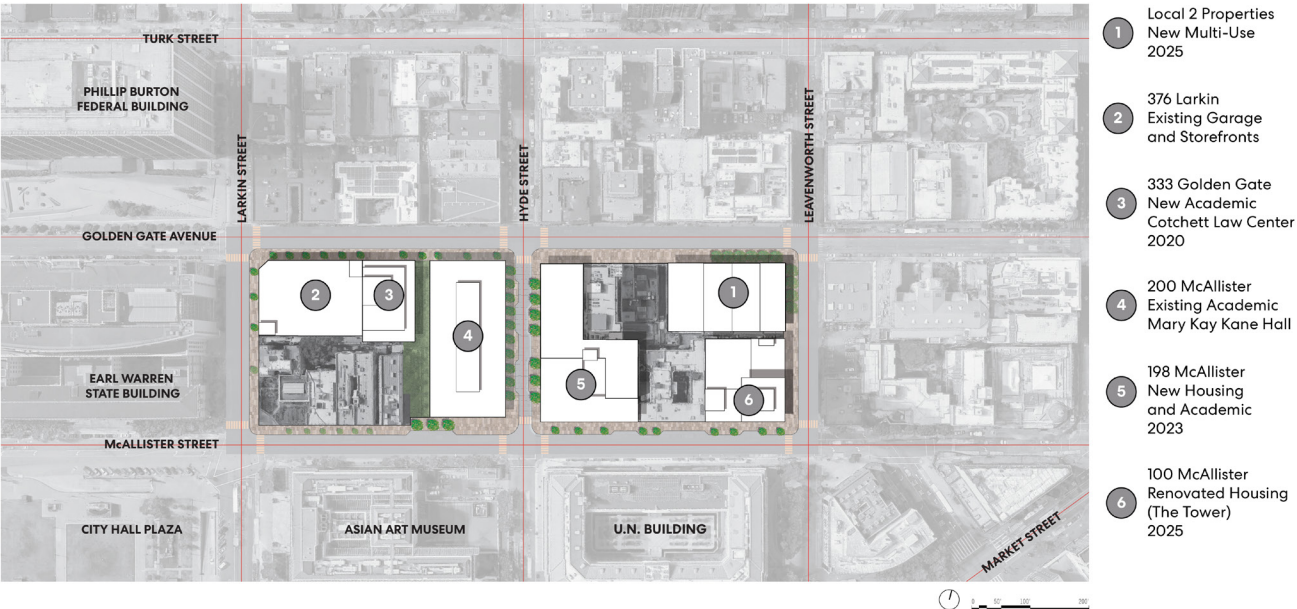
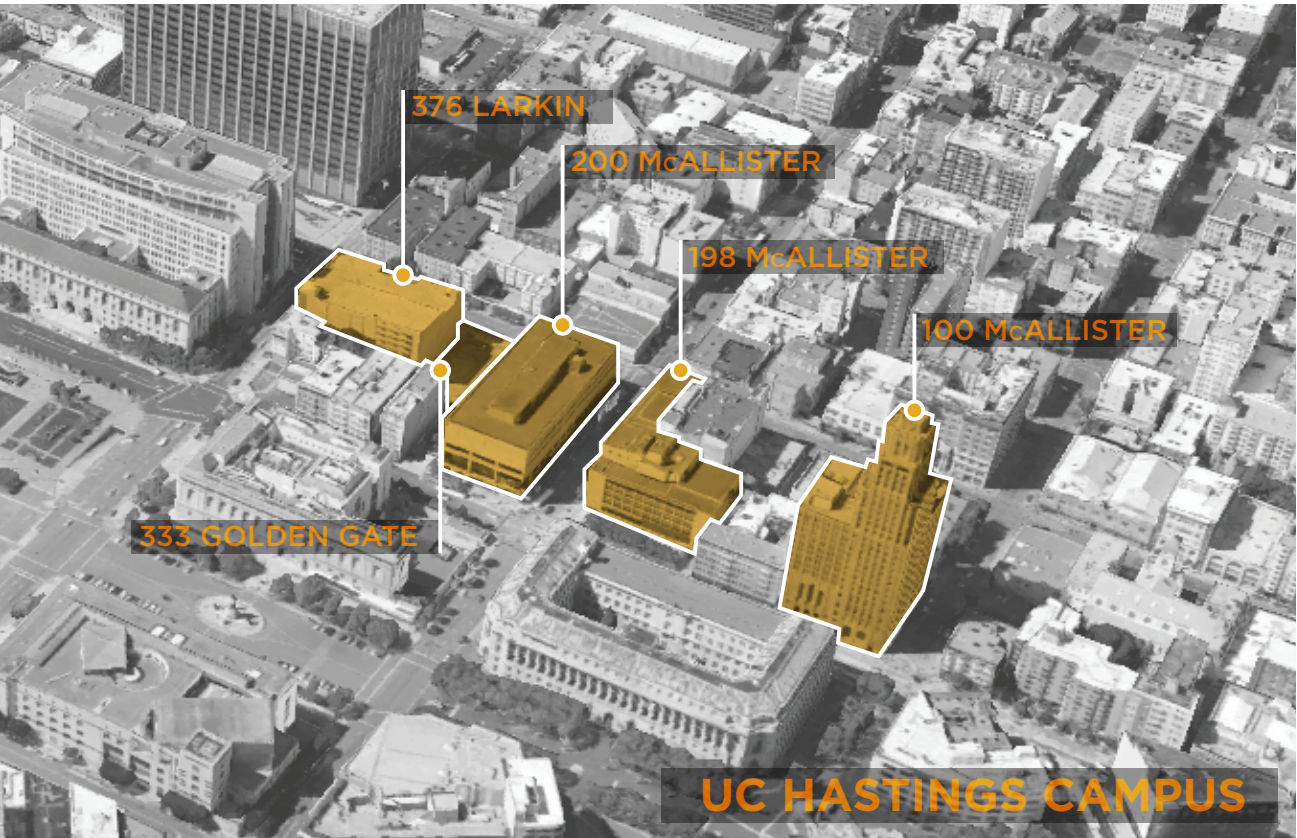
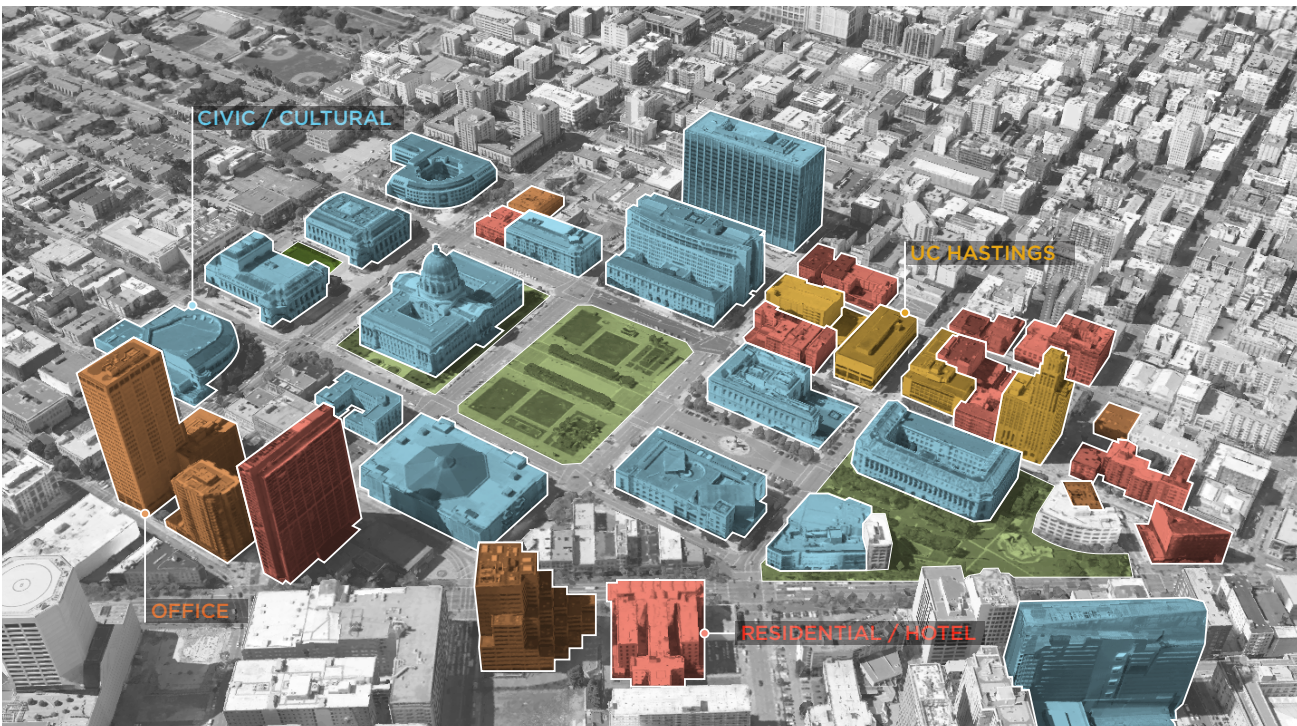
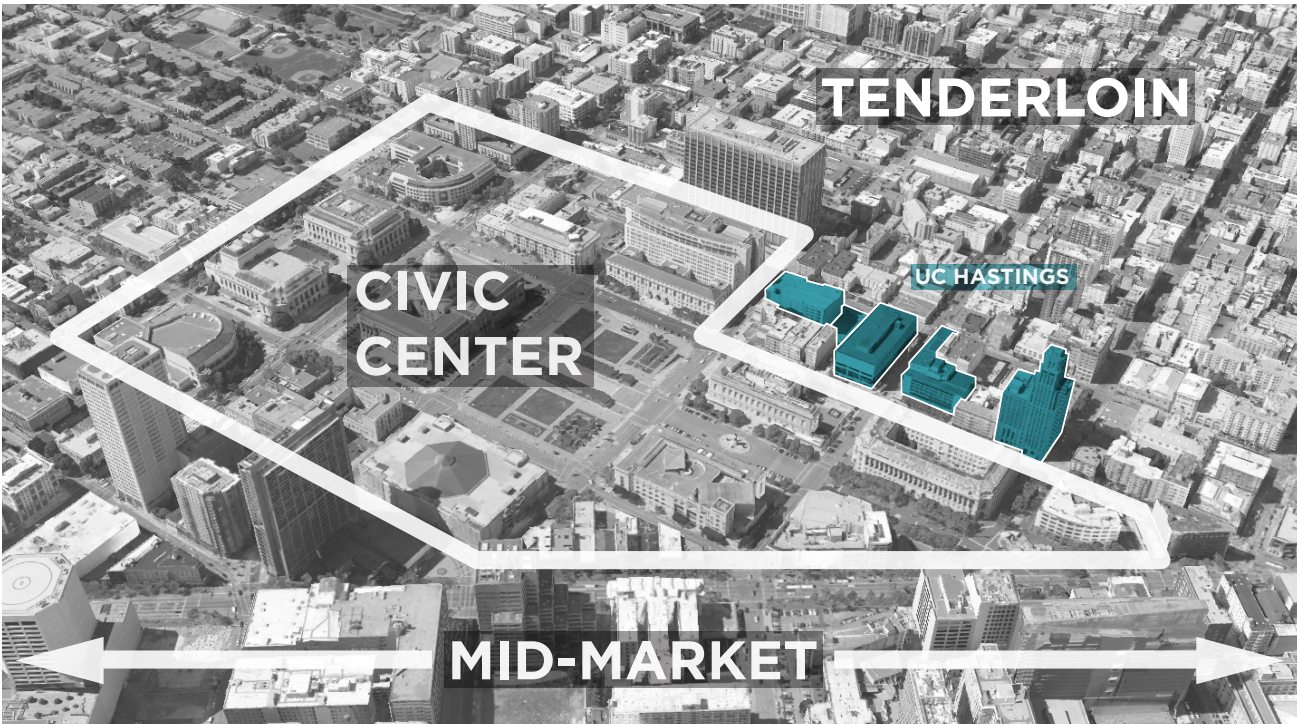
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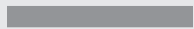


Appendix B



*Campus
Maps*

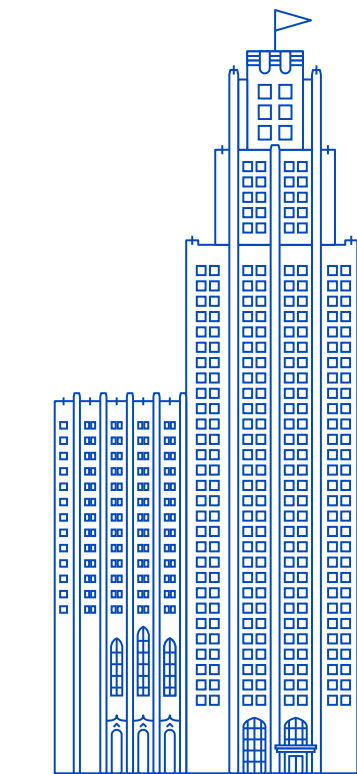




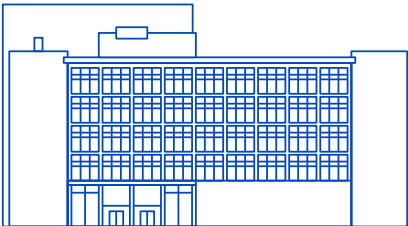
Appendix C



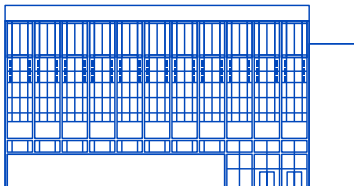
*Existing Building
Inventory*



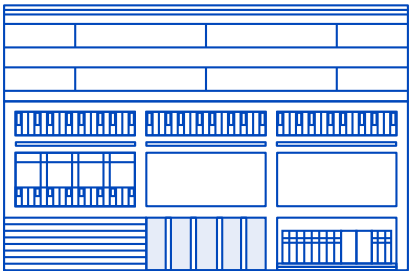
MCALLISTER TOWER
100 MCALLISTER



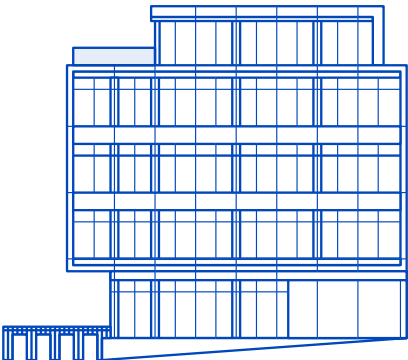
SNODGRASS HALL
198 MCALLISTER



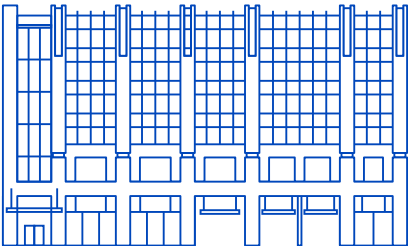
SNODGRASS HALL ANNEX
50 HYDE



KANE HALL
200 MCALLISTER



ACADEMIC BUILDING
333 GOLDEN GATE



UCH PARKING GARAGE
376 LARKIN

NAME & LOCATION	PRIMARY USE	SQUARE FOOTAGE	TYPE	COMMENTS
MCALLISTER TOWER 100 McAllister	Student Housing, Recreational, & Academic Functions	249,000 sf	Educational	Constructed in 1928. Provides 252 units, housing approximately 280 students. Also serves as the location for student scholarly publications, and recreation. A fire/life-safety upgrade completed in 2004. Houses administrative offices including the CFO, Controller, and Operations.
SNODGRASS HALL MAIN BUILDING* 198 McAllister	Classrooms, Academic, & Administrative	76,000 sf	Educational	Original building constructed in 1953. It houses classrooms along with student organization, academic, and support space, as well as some faculty and administrative functions.
SNODGRASS HALL ANNEX* 50 Hyde	Classrooms, Academic, Administrative, & Event Space	61,000 sf	Educational	The annex was constructed in 1970. Combined with the original 1953 building, the two are collectively known as Snodgrass Hall. The annex houses 3 classrooms, the moot court, the Gold Reading Room, and the Louis B. Mayer multi-purpose auditorium.
KANE HALL 200 McAllister	Academic & Administrative	177,000 sf	Educational	Constructed in 1980. The six-floor structure houses the law library, a classroom, administrative offices, reception area, dean and faculty offices, and a dining commons. A code compliance upgrade and substantial facility improvements were completed in 2007.
ACADEMIC BUILDING 333 Golden Gate	Classrooms, Academic, & Administrative	57,000 sf	Educational	The new building will serve as the primary academic facility. The building will also contain student support programs and various administrative/faculty offices.
UCH PARKING GARAGE 376 Larkin	Parking Garage & Retail	157,000 sf	Auxiliary	395-stall parking garage for student, faculty, staff, and public. Also includes 13,000 sf of community serving retail. Completed in 2009.

*In use until completion of 333 Golden Gate.

ADDITIONAL RESOURCES

Building UC Hastings Academic Village (UC Hastings)

<http://building.uchastings.edu/>

Architectural Preview, New Academic Building -- 333 Golden Gate (Clark – SOM)

<https://www.youtube.com/watch?v=YTtZo9HfxlQ&feature=youtu.be>



Environmental Impact Report Long Range Campus Plan 2016

<https://repository.uchastings.edu/lrcp/37/>

California Five-Year Strategic Plan 2018 - UC Hastings Agency Statement

[Note – no longer available on UC Hastings.edu – provide hard copy, expedite link on internet, or create one dedicated dropbox link just with these clearly labelled docs?]

California Five-Year Strategic Plan 2018

[Note – no longer available on UC Hastings.edu – provide hard copy, expedite link on internet, or create one dedicated dropbox link just with these clearly labelled docs?]

Long Range Campus Plan Presentation 2017

<https://prezi.com/view/bpjSKt3fzvZmTkwpK4Av/>

Good Neighbor Work Plan

<https://www.dropbox.com/sh/r9qsuf2kmaslk5j/AACbC3c-QxuUp17lx389xO9da?dl=0>

Sustainability Metrics in Cal EnviroScreen3.0

<https://www.dropbox.com/sh/r9qsuf2kmaslk5j/AACbC3c-QxuUp17lx389xO9da?dl=0>

Civic Center Public Realm (San Francisco Planning Department)

<https://civiccentersf.org/wp-content/uploads/CivicCenterPRP-W2-Public-Space-Design-Framework-Alternatives.pdf>

